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## **Does Coaching Affect Employee Work Professionalism? A study of the state apparatus in Indonesia**

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### **ABSTRACT**

The purpose of this study was to determine the effect of coaching on the professionalism of government employees in Riau Province, Indonesia. This research is a quantitative study using SPSS Version 23 to process data and test hypotheses. It was found that coaching had a significant effect on the professionalism of employees' work. It is known that coaching has an effect of 78.2% on the Professionalism of Government Employees while the remaining 21.8% is influenced by other variables outside of this study.

*Keywords: Coaching and Work Professionalism*

### **INTRODUCTION**

The professionalism of the sub-district apparatus is very decisive for the creation of good service to the community. Civil servants as elements of the state apparatus and public servants have a very important role in development to create a civil society that is law-abiding, modern civilized, democratic, prosperous, just, and has high morals, administers services fairly and equitably to the community, maintains the unity and integrity of the nation by full loyalty to Pancasila and the 1945 Constitution. To carry out this noble task, civil servants are needed who have the ability to carry out their duties professionally and responsibly in carrying out government and development tasks that are clean and free from corruption, collusion and nepotism (Omerzel Gomezelj and Kušce 2013).

In practice, civil servants in general still have many shortcomings, namely not complying with employee discipline regulations, so that it can hamper the smooth running of government and national development, among others, is the existence of a civil service spirit by thinking following the habits of the section, not in a harmonious unit but in a separate unit. , has a different shape and style and lacks respect for timeliness (Iskamto, Karim, et al. 2020). If staffing has such characteristics, it will have a negative impact on the work performance of the civil servant concerned because there is no development of mindset and cooperation in an effort to improve performance for the better. To further enhance the role of civil servants as government officials to be more efficient and effective in carrying out general government and development tasks, these employees must be trained as well as possible. The effectiveness and efficiency of every civil servant must always succeed in carrying out his duties in an empowered and effective manner by prioritizing services to the community which in turn increases professionalism and welfare.

In addition to the problems above, the researcher also noticed that many employees were in and out of the office during working hours and some were not present on time. Seeing and considering the problems listed above, it is hoped that there will be changes for the better, so that the quality of public services for employees at the West Rangsang Sub-district Office provides good service to the community. Thus, it is necessary to enforce and improve the quality of coaching for employees, so that they can work professionally based on their main duties and functions (Iskamto 2019). The guidance given to employees aims to increase appreciation of the main tasks and functions, as well as increase productivity and better quality of work, especially in providing services to the community and carrying out tasks assigned by the regional government as an extension of the sub-

district level (Anggrainy, Darsono, and Putra 2018; Iskamto 2020). If the coaching for employees is not carried out properly, the professionalism of the employee's work will also not work as expected. This is reflected in the quality of services provided to the community which is still not satisfactory (Iskamto, Ghazali, and Aftanorhan 2020). Good work professionalism will provide good service quality, both to the organization and to public services.

## LITERATURE REVIEW

Even though human resources in every organization have gone through a good selection stage, in carrying out their duties and responsibilities they still always face problems that they cannot solve on their own (Wibowo, 2011: 165). The development of human resources is very much needed in improving the quality of performance, as is the case with civil servants (PNS). They have a big role in achieving the ideals of the nation. In addition to aiming to improve the quality of performance, coaching for employees also aims to improve discipline, develop their careers and ethics. The coaching can be done for various purposes and also in different directions (Iskamto, Srimulatsih, and Ansori 2021).

According to Mitfah Thoha (2012: 10), coaching is a better action, process, result, or statement. In this case, it indicates progress, increased growth, evolution of various possibilities, development or improvement of something. According to Mathis (2010: 112), coaching is a process by which people achieve certain abilities to help achieve organizational goals. Therefore, this process is related to various organizational goals, coaching can be viewed narrowly or broadly. According to Ivancevich (2012: 46), defines coaching as an effort to improve employee performance in his current job or in other work that will be carried out. Failure to achieve what is expected will greatly affect a person's condition both psychologically and mentally so that a person does not experience depression and this is very helpful so that what is planned can be achieved properly.

### Employee Career Development

Employees who are not disciplined can also be due to weak employee career development. Employees whose careers do not develop are ultimately undisciplined against existing regulations, in this case it takes initiative from the leadership to pay attention to the condition of their subordinates. Career is a sequence of positions related to the work occupied by a person throughout his life, human pursuit of a career is to meet individual needs in depth (Nishanta n.d.).

Employee careers need to be continuously monitored and cared for, because this can show their behavior or attitude towards their work, an individual certainly expects that his career can still be developed. Some of the main ideas that underlie the importance of fostering or developing employee careers in a government agency (Maltis, 2013: 62) include that the main purpose of human resource management is that employees can work in accordance with their job descriptions effectively and efficiently so that their career development is guaranteed to the maximum extent possible, and so that the welfare of himself and his family is well guaranteed. This shows that the main goal of coaching or career development is to ensure career development. As a key element in government organizations, then one of the things that is expected is that the pattern of coaching or career development of employees is well guaranteed, meaning that once a person becomes a civil servant, it is better to know clearly where his career development is going. Unfortunately in practice it is not like that experienced by civil servants, but they generally know when to enter and when to retire, but do not know what the future career of the organization will be. It should demand an academic view, the career system in personnel management must be implemented based on the

merit system, namely a career system based on work performance, with clear provisions for performance appraisal so that performance-based compensation is given. This means that once a person becomes a civil servant, it is better to know clearly which direction his career development is going. Unfortunately in practice it is not like that experienced by civil servants, but they generally know when to enter and when to retire, but do not know what the future career of the organization will be. It should demand an academic view, the career system in personnel management must be implemented based on the merit system, namely a career system based on work performance, with clear provisions for performance appraisal so that performance-based compensation is given. This means that once a person becomes a civil servant, it is better to know clearly which direction his career development is going. Unfortunately in practice it is not like that experienced by civil servants, but they generally know when to enter and when to retire, but do not know what the future career of the organization will be. It should demand an academic view, the career system in personnel management must be implemented based on the merit system, namely a career system based on work performance, with clear provisions for performance appraisal so that performance-based compensation is given.

### **Employee Work Professionalism**

Professionalism reflects a person's attitude towards work and the type of work or profession. According to Soemaryono (in Royen, 2012: 8) profession is a designation where the person who bears it has special needs through training and development as well as other knowledge.

According to Sedarmayanti (2010: 96) professionalism is a pillar that will place the bureaucracy as an effective machine for the government and as a parameter of the apparatus' skills in working well. The measure of professionalism is competence, effectiveness, and efficiency as well as responsibility. According to Korten and Alfonso (in Royen, 2014: 8) stated that professionalism is a match between the capabilities possessed by the bureaucracy with the needs of the task. The fulfillment of a match between abilities and task requirements is one of the requirements for the formation of professional employees.

Meanwhile, according to Budi Rajab (2012: 38) that work professionalism is needed in organizations. Professional human resources are needed, which will create good abilities and commitment from the people working in the organization as well as being able to foster the image of the organization. mission and values of the organization.

Through the explanations and definitions above, it can be concluded that professionalism is not only based on the basic abilities possessed but also reflects attitudes and responses to changes that occur in order to achieve organizational goals (Zindiye, Chiliya, and Masocha 2012). So employee professionalism is the expertise or ability of employees in carrying out their duties, and being able to adapt to environmental changes. (Royen, 2014: 9). Factors that support the attitude of professionalism (Hasibuan, 2010: 63) include:

#### **1. Performance**

*Performance* can be interpreted as work performance, work performance, work performance. According to Gibson (2013: 87) performance or reliability and work performance are the desired results from behavior, achievements are produced in a certain order or period of time. Meanwhile, according to Gomes (2013: 67) that work performance can be considered or seen from several aspects, including:

- a. Working quantity
- b. Work quality
- c. Knowledge of work

d. Opinions or statements submitted.

Based on the definitions above, it can be concluded that performance is an award obtained from the results of knowledge possessed in producing a performance in a certain period of time.

## **2. Apparatus Accountability**

Accountability is a strategic policy, it must be implemented to create compliance with the duties and performance of employees. Accountability is also an obligation to give performance responsibility to certain parties. It is based on the following principles:

- a. There is a commitment from the leadership and all agency staff to manage the implementation of the mission so that it is accountable.
- b. Ensure the use of resources consistently and in accordance with regulations.
- c. Must be able to show the level of achievement of the goals and objectives that have been set.
- d. Oriented to the achievement of the vision and mission as well as the results and benefits obtained.
- e. Honest, objective, transparent and innovative.

Thus, accountability is the responsibility for the performance of a person or group to parties who have the authority in accordance with existing rules.

## **3. Employee Loyalty**

Apparatus loyalty related to the characteristics of professionalism according to Islam in Royen is loyalty given to the constitution, law, leadership, subordinates and co-workers, various types of loyalty are related to one another and there is no absolute loyalty given to one particular type of loyalty regardless of the other. Thus, employees are expected to be able to show high loyalty in all aspects of their work. Loyalty does not look at the level, meaning that it does not discriminate in the provision of services to everyone.

## **Apparatus Ability**

According to Thoha, ability is one of the elements of maturity related to knowledge and skills gained from education and training as well as experience. Employee professionalism is largely determined by the level of employee ability which is reflected in daily behavior. The term refers to the potential of employees in carrying out their duties and parts. The aspects of professionalism according to Oemar Hamalik (in Simamora, 2014: 7) can add to the understanding of professionalism, namely:

- a. Potential aspects, every workforce certainly has dynamic potentials, which can be developed and continue to grow.
- b. Aspects of professionalism, each employee has different skills from others depending on their respective fields. This causes a person to continue to improve his skills in order to work more reliably.
- c. Functional aspects, employees carry out their work based on appropriate results, meaning that they work according to their duties and functions.
- d. Operational aspects, every employee can utilize their abilities and skills in the processes and procedures for implementing the work they are engaged in.
- e. Personal aspects, every employee must have personality traits that support his work.
- f. The aspect of productivity means that every employee must have a work motive and achievement both in quality and quantity.

## **The Effect of Coaching on the Professionalism of Employees' Work**

Coaching and professionalism are variables that support the achievement of organizational goals. In other words, the better the coaching, the more professional one's work will be. According to

Sutrisno (2014: 336), the coaching factor plays an important role in improving the professionalism of employees in an organization because that is what will drive and direct the organization in achieving its goals and at the same time it is not an easy task. It is not easy because they have to understand each different behavior of subordinates, subordinates are influenced in such a way that they can provide dedication and participation to the organization effectively and efficiently.

According to Musenaf (2013: 47) states that coaching is all business actions that are directly related to planning, preparation, development, development, direction, use and control of everything in an efficient and effective manner.

According to Mitfah Thoha (2012: 10) coaching is a better action, process, result, or statement. In this case, it indicates progress, increased growth, evolution of various possibilities, development or improvement of something.

According to Sedarmayanti (2010: 96) professionalism is a pillar that will place the bureaucracy as an effective machine for the government and as a parameter for the ability of the apparatus to work well. The measure of professionalism is competence, effectiveness, and efficiency as well as responsibility.

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## METHODS

This research was conducted at the office of the West Rangsang Subdistrict Head, Meranti Islands Regency. In research that uses the census method, the entire population is sampled, where the sample of this study is 31 people. Data processing using SPSS version 23.

## RESULTS AND DISCUSSION

### Normality test

Normality test is used to determine whether the sample data is normally distributed or not. The following are the results of the normality test through Spps 23:

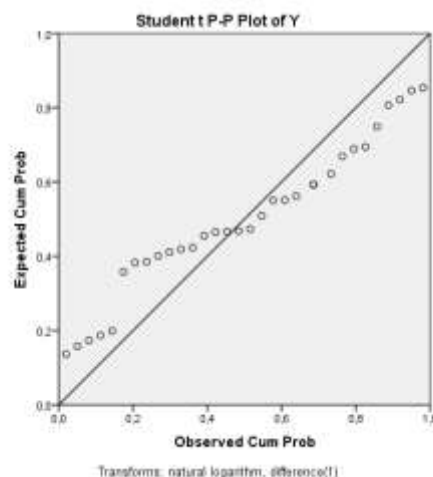


Figure 1: Normality Test Results

Based on Figure 1 above, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model meets the assumption of normality.

**Partial Analysis**

To see the influence of the coaching variable on work professionalism partially, the t test can be used. If  $t_{count} > t_{table}$ , then there is a significant effect between the X variable (Coaching) on the Y variable (Work Professionalism). The tcount value is obtained from the processed data using SPSS 23, the results of which can be seen in the table below:

Table 1: Variable Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,184	3,170		1,951	,061
X	,841	,082	,884	10,205	,000

a. Dependent Variable: Y

Based on table 1 above, it can be seen that the tcount value is  $10.205 > t_{table}$  value (2.045) with a significant level of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted, meaning that the coaching variable has a significant effect on work professionalism.

**a. Coefficient of Determination**

The coefficient of determination ( $R^2$ ) aims to measure how much organizational culture variable affects employee performance. The following are the results of SPSS 23 data processing.

Table 2: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,884a	,782	,775	2,290

a. Predictors: (Constant), X

Based on table 5.33 above, it can be obtained that the  $R^2$  value of 0.782 explains that the magnitude of the influence of the coaching variable on work professionalism is 78.2% while the remaining 21.8% is influenced by other variables outside of the factors studied in this study.

**CONCLUSION**

Based on the results of research that has been done regarding the influence of Coaching on Work Professionalism at the Office of the West Rangsang Sub-district, the authors can conclude: Western stimulus. Based on the calculation results, the R Square ( $R^2$ ) value of 0.782 explains that the magnitude of the influence of the coaching variable on work professionalism is 78.2% while the remaining 21.8% is influenced by other variables outside of this study.



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